

Department mission, character, environment

Mission

Engaging communities for a better Minneapolis.

Business Lines

The Neighborhood and Community Relations Department is a resource department charged to strengthen our city's quality of life through vigorous community participation, resident involvement in neighborhood and community organizations and supporting clearly defined links between the City, City services, neighborhoods and community organizations.

The primary purpose of community engagement is the empowerment of people to influence City government decisions that shape their city and their lives. The department's work is based on the belief that those affected by a decision have the right to be involved in the decision making process.

Core Principles of Engagement:

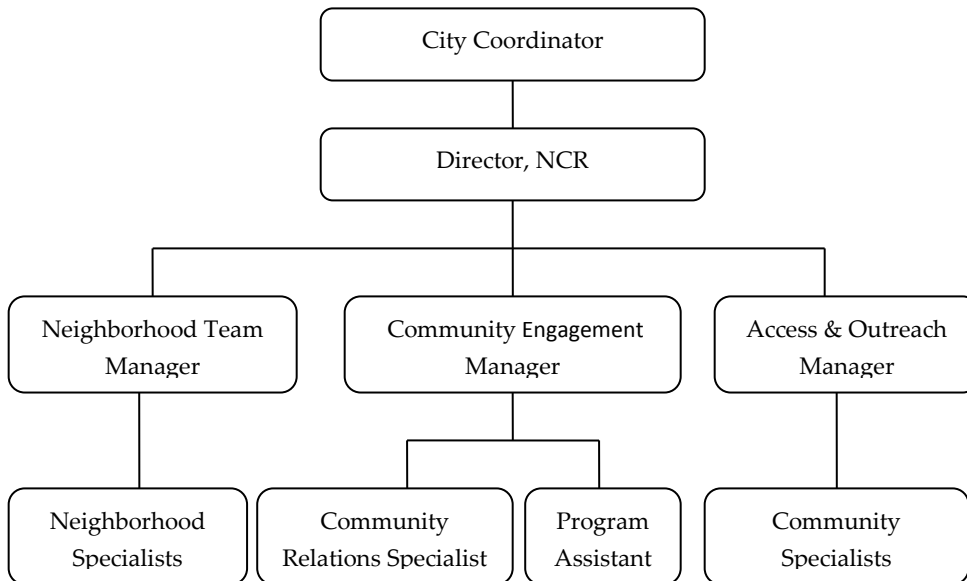
- 1. Right to be involved.**
- 2. Contributions will be thoughtfully considered.**
- 3. Recognize the needs of all.**
- 4. Seek out involvement.**
- 5. Participants design participation.**
- 6. Adequate information.**
- 7. Participants know effect of participation.**

Adopted by Minneapolis City Council, December 2007

- **Access and Outreach:** The department provides access to the decision making processes for under-represented communities; removing barriers of race, cultural norms and practices, disability and language in order to foster full and equitable civic participation. In 2013, the department partnered with the **Latino Engagement Task Force**, to change **state legislation** allowing for full access to state financial aid to undocumented students. This resulted in 4000 additional youth having access to higher education.
- **Coordinated Engagement Services:** The department builds connections between neighborhoods, community and cultural groups and City departments to inform programming, service delivery and budgeting. This includes diversifying participation in the City's **Boards and Commissions**, organizing the **City Academy** and incorporating the Racial Equity Toolkit into the City's operations. The department also works to facilitate communication and partnerships between neighborhood organizations and City departments or other jurisdictions.
- **Neighborhood Support:** The department supports neighborhood organizations through development and monitoring of neighborhood funding programs such as Neighborhood

Revitalization Program and the Community Participation Program. The department supports vibrant and sustainable neighborhood organizations by providing guidance, training, and support to staff and volunteers. In 2013, neighborhoods received over \$5.9 million for implementation of neighborhood plans.

Organization Chart



Strategic Direction A:

One Minneapolis: Disparities are eliminated so all Minneapolis residents can participate and prosper:

Department Goals:

- Residents are informed, see themselves represented in City government and have the opportunity to influence decision-making.
- Equitable systems and policies lead to a high quality of life for all.

Objective A1: Expand engagement model for underrepresented communities

A1. Target: Establish a baseline for under-represented communities' perception of connection to the City and its decision making processes by December 2015.

- Tactic A1a: NCR will expand under-represented community engagement models to strengthen relationship with the City and to work collaboratively on community driven priorities.
 - Target: Develop community models in the African American, East African, Southeast Asian and veteran communities by January 1, 2016.
- Tactic A1b: NCR will develop a survey in partnership with all under-represented communities by January 2016 and conduct a survey on an annual basis with annual report by December 2016.
 - Target: Submit an annual report on relationship, engagement and outcomes with under represented by December 2016.

Objective A2: Establish baseline of diversity in the City's boards and commission's applicant pool.

A2. Target: Establish baseline of diversity in the City's boards and commissions applicant pool by December 2014.

- Tactic A2a: NCR will work with the Clerk's office to determine the baseline of diversity in the City's boards and commissions applicant pool.
 - Target: NCR will have a baseline on applicant diversity established by December 31, 2015.

Objective A3: Boards and Commissions Leadership Development

A3. Target: Together with the clerk's office, conduct orientation sessions for newly appoint members by April 2015.

- Tactic A3a: Conduct annual Minneapolis City Academy Program.
 - Target: Ensure 50% of City Academy participants are from under-represented communities.

- Tactic A3b: Develop Minneapolis City Academy Program leadership model to be delivered through multi-lingual approach.
 - Target: develop modified training model by December 2015.
 - Target: conduct at least one training session per year in Spanish, Hmong or Somali by December 2016.

Objective A4: Ensure access through federal accessibility law

A4. Target: Establish baseline operations and service delivery that will support ADA Title II, Title VI and multi-lingual services for the enterprise.

- Tactic A4a: Provide an educational opportunity for policy makers on ADA Title II, Title VI and multi-lingual services
 - Target: conduct council study session with City Council by September 2014.
- Tactic A4b: establish scope and scale of demographics for those living with disabilities with Minneapolis.
 - Target: provide data to be included with the City Council by September 2014.
- Tactic A4c: Develop infrastructure and framework for ADA Title II compliance
 - Target: present ADA education, monitoring and compliance framework to City Council by December 2015 for policy adoption.
- Tactic A4d: Provide multi-lingual services to enterprise
 - Target: implement modified multi-lingual services model bases upon council study session recommendations.
 - Target: Develop and implement new Limited English Proficiency Plan (LEPP) for the enterprise by December 2015.

Objective A5: Enhance Department Communication

A5. Target: Increase website hits by 5% each year

- Tactic A5a: Create new communication strategies to increase awareness of the NCR department and our resources.
 - Target: Pilot out three new communication strategies by June 2016.
- Tactic A5b: Maintain current communication strategies.
 - Target: Update NCR communication plan yearly.
- Tactic: A5c: Broaden the reach of our current communication strategies.
 - Target: Increase number of email subscribers by 100 each year.
- Tactic: A5d: Increase community relations network and cultural media connections.
 - Target: communicate strategic messages that are relevant to all under-represented communities (multi-lingual) once per week to media outlets and community leadership.
 - Target: Increase community leadership network by 50 members annually.

Objective A6: Identify, collect and share best practice models by neighborhood organizations.

A6. Target: Training plan and documentation in place by April 30, 2015

- Tactic A6a: Provide training at board and City wide level on governance planning and community engagement.
 - Target: Provide board training sessions for neighborhood organizations as requested, with a target of 15 training sessions per year in 2015 and 2016.
- Tactic A6b: Collect and identify models of best practices used by neighborhood organizations.
 - Target: Develop and publish 12 best practice and reference guides by 2017.

Strategic Direction B:

Living well: Minneapolis is safe and livable and has an active and connected way of life

Department Goal:

- All neighborhoods are safe, healthy and uniquely inviting.

B1. Objective: Effectively manage neighborhood funding programs.

B1. Target: All funded neighborhood organizations have at least one active neighborhood plan in implementation process.

- Tactic B1a: NCR Neighborhood Team will work with assigned neighborhood organizations to plan and implement Neighborhood Action Plans and Neighborhood Priority Plans.
 - Target: Secure the approval of remaining neighborhood Phase II Actions Plan and two Neighborhood Priority Plans for each eligible neighborhood organization by December 31, 2016.
- Tactic B1b: NCR Neighborhood Team will work with assigned neighborhood organizations and government and non-profit partners to implement Neighborhood Priority Plans.
 - Target: Ensure that implementation of each Neighborhood Priority Plan begins within a year of Plan approval.
- Tactic B1c: NCR Neighborhood Team will work with Development Finance Division and other City Department staff to develop, implement, and monitor neighborhood plan contracts.
 - Target: Update and track contract information weekly.

Resources needed: effective working relationships with other City staff and departments, including established staff contacts at each department to consult with regarding neighborhood plans.

B2. Objective: Inform and advise neighborhood organizations.

B2. Target: Communicate with neighborhood organizations at least monthly through written advisories, newsletters and website updates.

- Tactic B2A: Directly inform neighborhood organizations of City policy and programs.

- Target: ensure each funded neighborhood organization receives communication on monthly basis.
- Tactic B2B: Provide and inform neighborhood organizations of guidelines and expectations
 - Target: each neighborhood organization board receives communication on CPP guidelines, eligibility requirements, and standards and expectations as needed.
- Inform neighborhood organizations of external resources
 - Target: neighborhood plans are reviewed and responded to by NCR staff with recommendations for available resources.

Resources needed: Connections with other departments and jurisdictions. Memberships to professional organizations (such as IAP2, ICMA) and online journals (such as JSTOR) to keep current on trends and research.

Strategic Direction C

A City that works: City government runs well and connects to the community it serves

Department Goal:

- Departments work seamlessly and strategically with each other and with the community.

C1. Objective: Training for City Departments on Community Engagement Policies and Practices.

C1. Target: Establish a training program on Community Engagement policies by the end of 2015.

- Tactic C1a: NCR will work with other City departments to develop and provide training on Core Principles of Community Engagement, Community Engagement Model Process, facilitation techniques, and working with diverse communities.
 - Target: Train at least 20 additional employees by December 31, 2015.
- Tactic C1b: NCR will review and revise as necessary the Community Engagement Model Process.
 - Target: Complete any necessary revisions to the Community Engagement model process by April 30, 2015.
- Tactic C1c: NCR will continue to consult as necessary with City Department staff on stakeholder identification and employing appropriate community engagement models.
 - Target: Provide at least 10 consultations by December 31, 2015.

C2. Objective: Support a broad and connected engagement system in the City of Minneapolis.

C2. Target: Increase rate of residents who rate the City of Minneapolis government "good" or "very good" on providing meaningful opportunities for citizens to give input on important issues from 59% to 70%.

- Tactic C2a: Hold annual Community Connections Conference

- Target: Ensure 15 City departments attend and 35 neighborhood organizations attend.
- Tactic C2b: One Minneapolis Fund
 - Target: Through grant provided through the One Minneapolis Fund aimed at leadership development and community engagement, have an annual placement of 25 residents from under represented communities in leadership positions in civic organizations
- Tactic C2c: Community Innovation Fund
 - Target: Develop final program guidelines and solicit applications from neighborhood organizations by March 31, 2015.

C3. Objective: Improve City Department response to identified neighborhood priorities.

C3. Target: Provide adequate and early information to City Departments and other jurisdictions to ensure good communication and response.

- Tactic C3a: Facilitate and assist neighborhood organization partnerships with community and cultural organizations, City departments and other jurisdictions.
 - Target: Redesign neighborhood annual report to acquire feedback on City responsiveness to and progress made on neighborhood priorities by July 31, 2015.

C4. Objective: Monitor and improve Neighborhood Programs

C4. Target: Complete independent evaluation of neighborhood funding programs and develop recommendations for revised programs by July 31, 2016.

- Tactic C4a: Develop evaluation criteria for Neighborhood funding programs.
 - Target: Establish criteria by April 30, 2015.
- Tactic C4b: Hire external evaluation consultants and conduct review.
 - Target: complete evaluation by April 30, 2016.
- Tactic C4c: Revise neighborhood funding programs guidelines in response to evaluation.
 - Target: Submit revised program guidelines to City Council by July 31, 2016.

C5. Objective: Support effective and accountable neighborhood organizations.

C5. Target: Establish and maintain systems to support good governance of neighborhood organizations.

- Tactic C5a: Hire independent CPAs to conduct audit procedures with funded organizations.
 - Target: Each neighborhood organization receives an audit engagement at least once every three years.
- Tactic C5b: Arrange for D&O and General Liability insurance pools to reduce costs
 - Target: Maintain insurance pools annually.
- Tactic C5c: Contract with external legal counsel to provide governance and employee consultations.

- Target: Retain external legal counsel annually.

Resources needed: None required above what is currently provided in NCR budget.

C6. Objective: Manage grievances and complaints against funded neighborhood organizations

C6. Target: Develop and maintain effective protocols to support compliance with CPP guidelines for eligibility and standards and expectations.

- Tactic C6a: Develop Department protocols for review of grievances against funded neighborhood organizations.
 - Target: Complete internal protocol by December 31, 2014.
- Tactic C6b: Develop Department protocols for addressing violations of CPP Guideline eligibility requirements and standards and expectations where there is no grievance.
 - Target: Complete internal protocol by December 31, 2014.